

Fig. 1

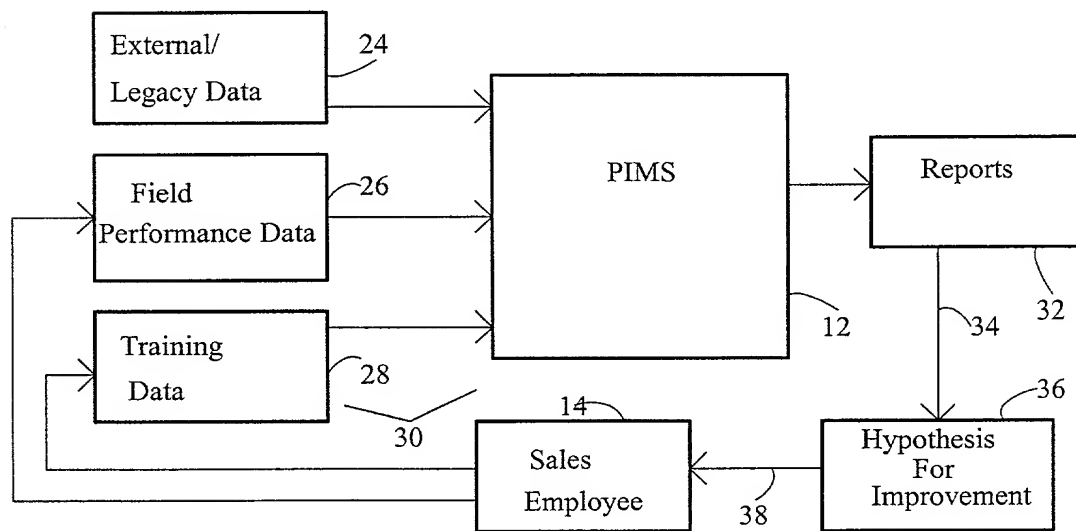
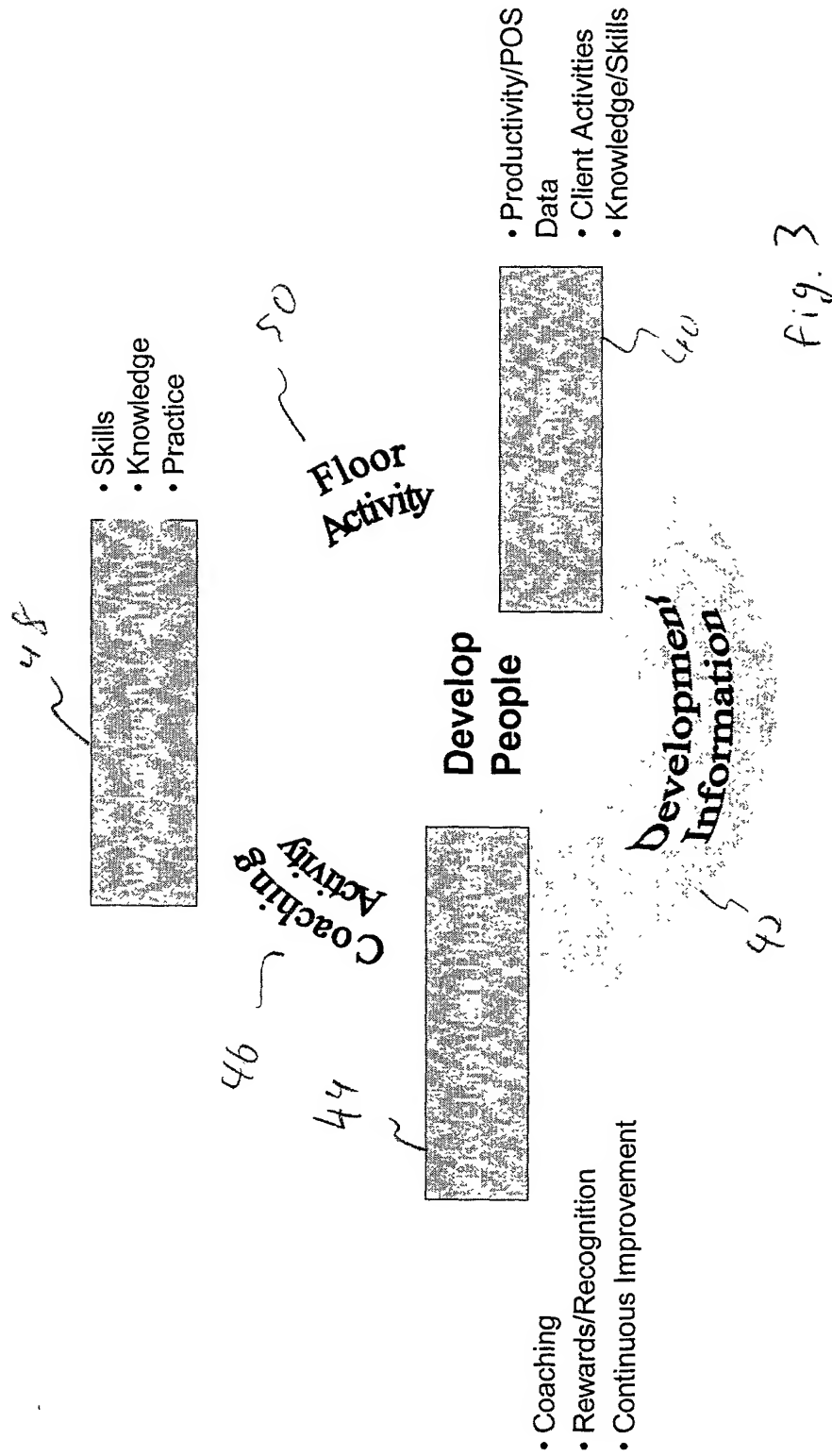


Fig. 2



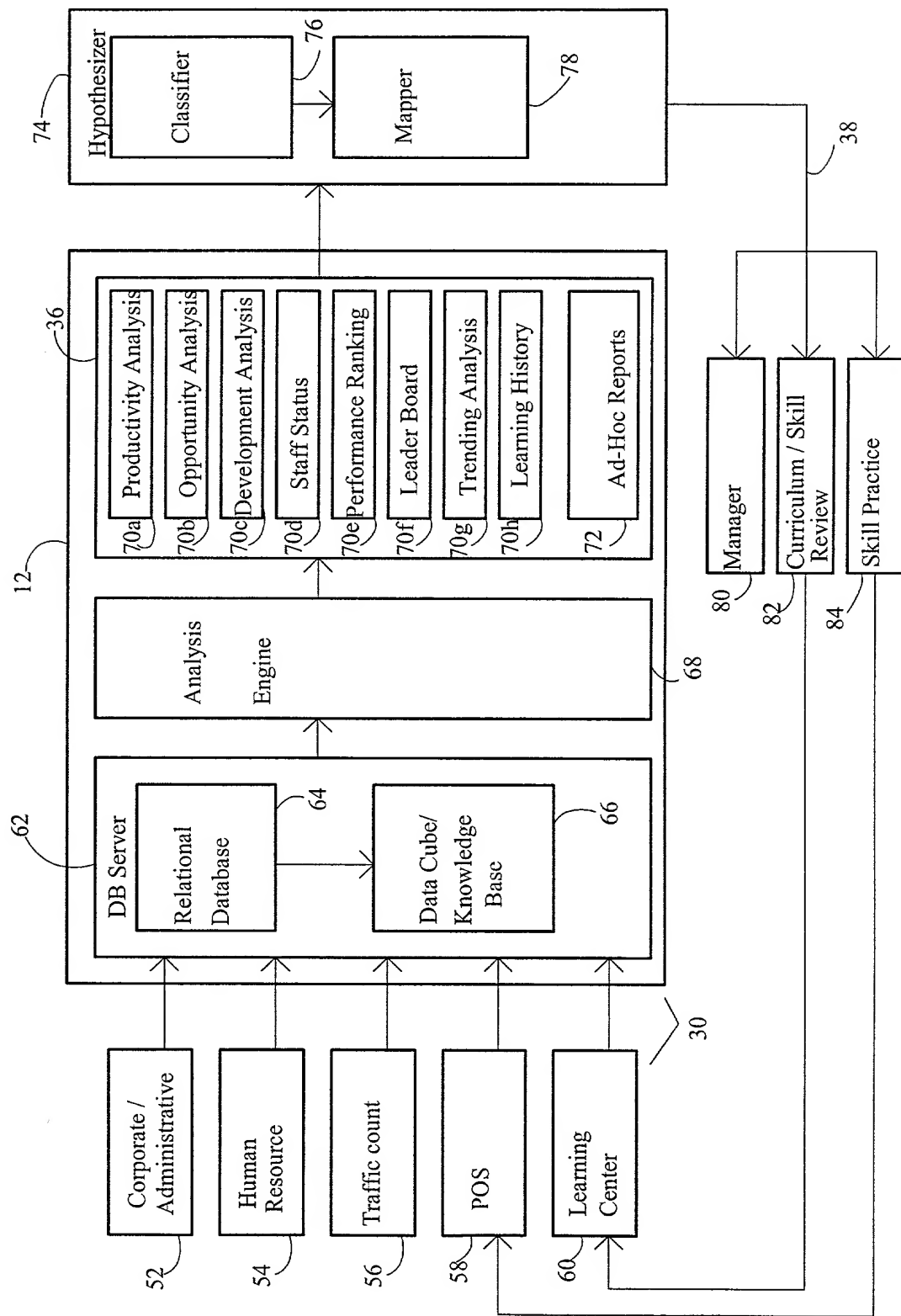


Fig. 4

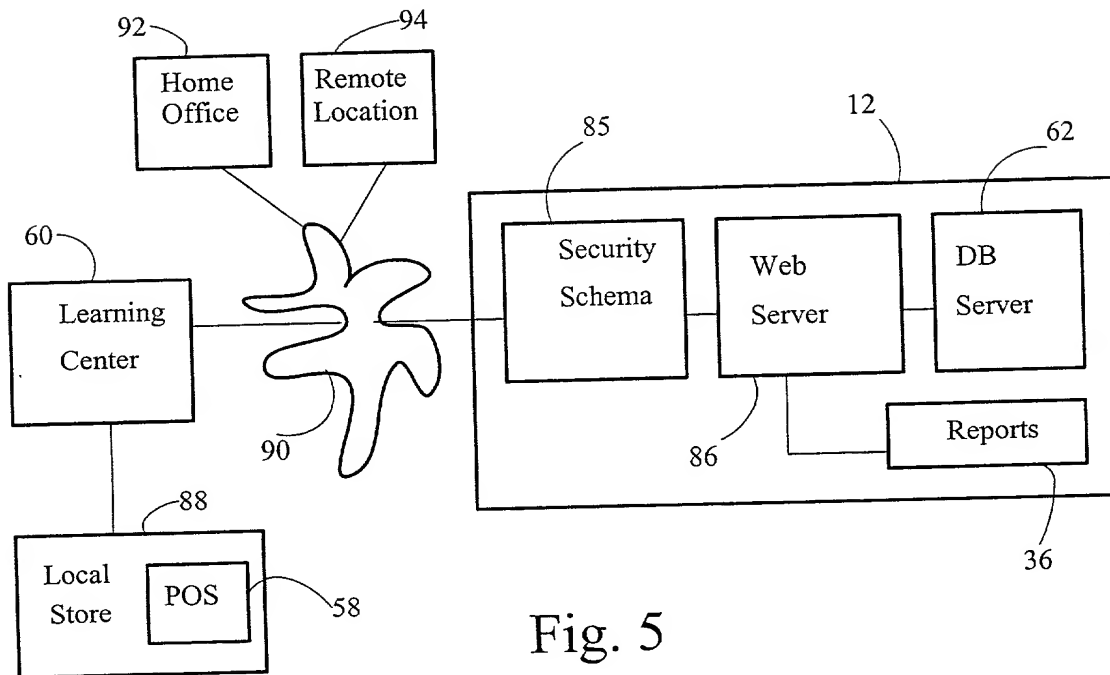


Fig. 5

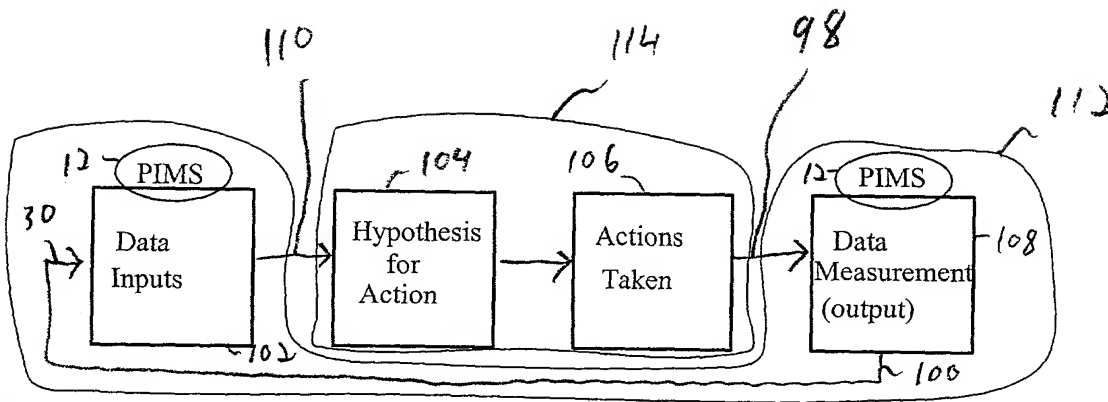


Fig. 6

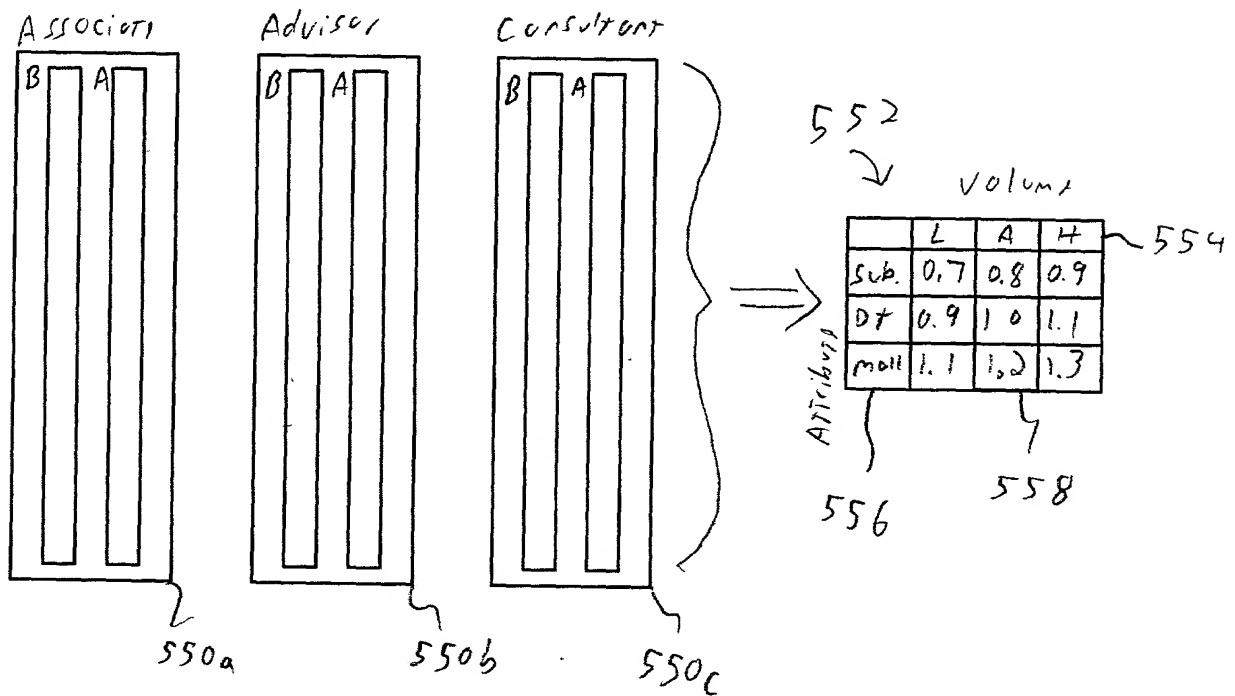


Fig. 10

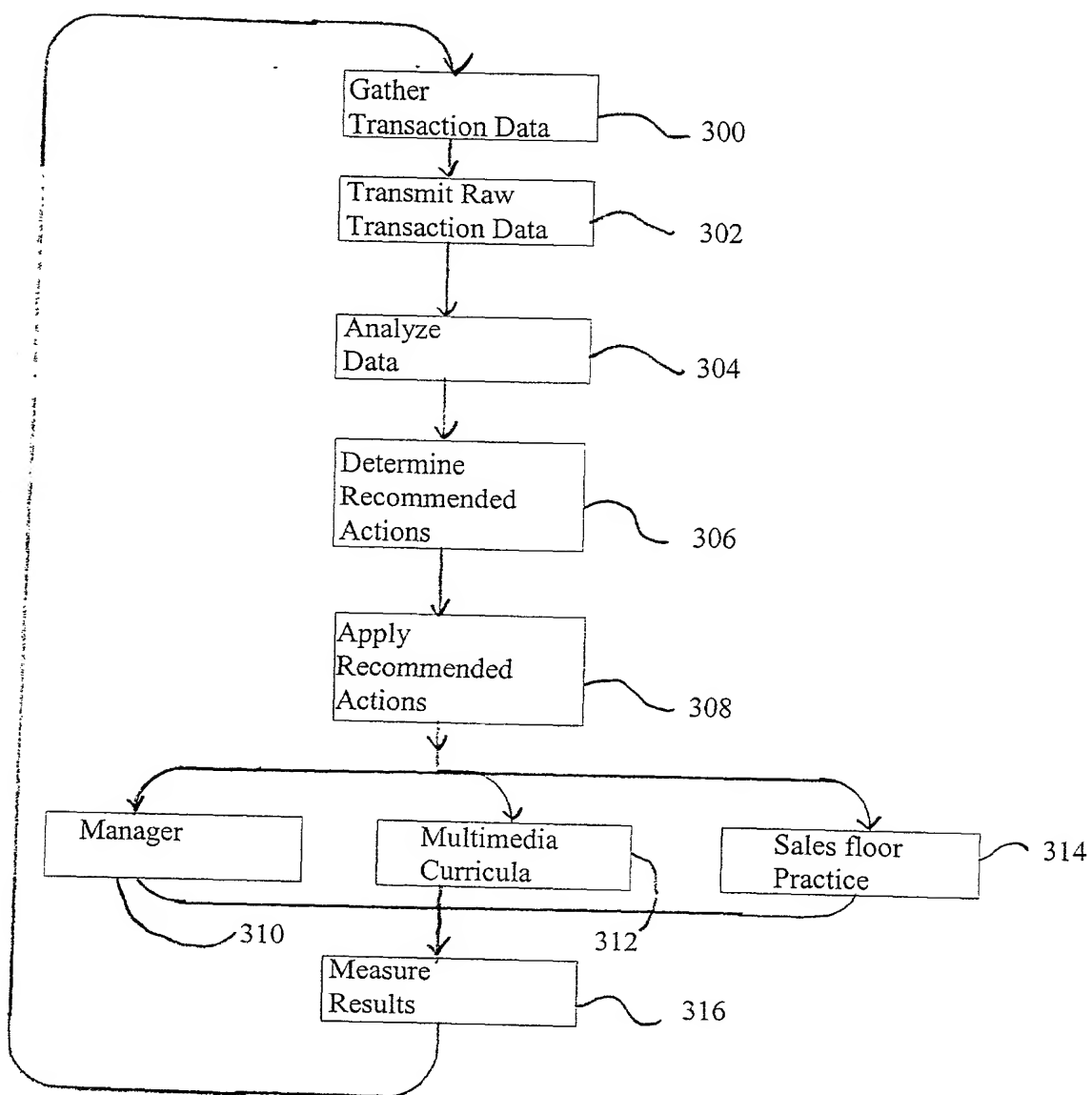


Fig. 7a

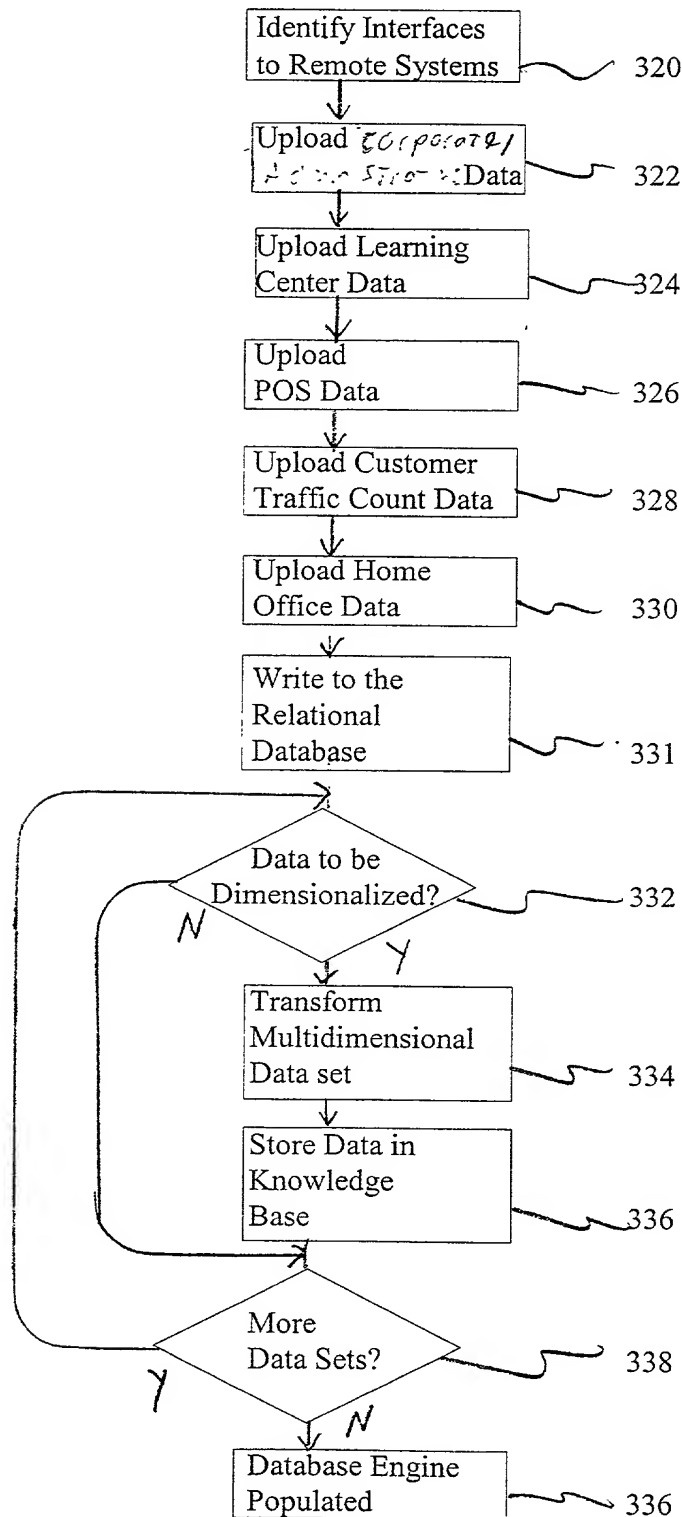


Fig. 7b

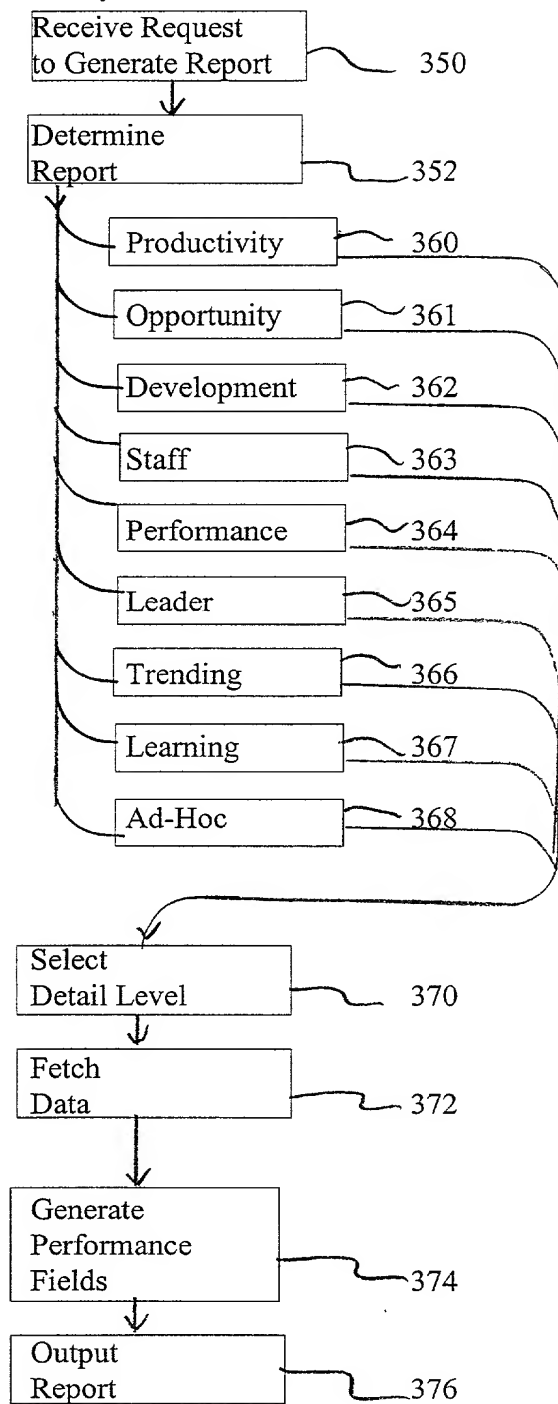


Fig. 7c

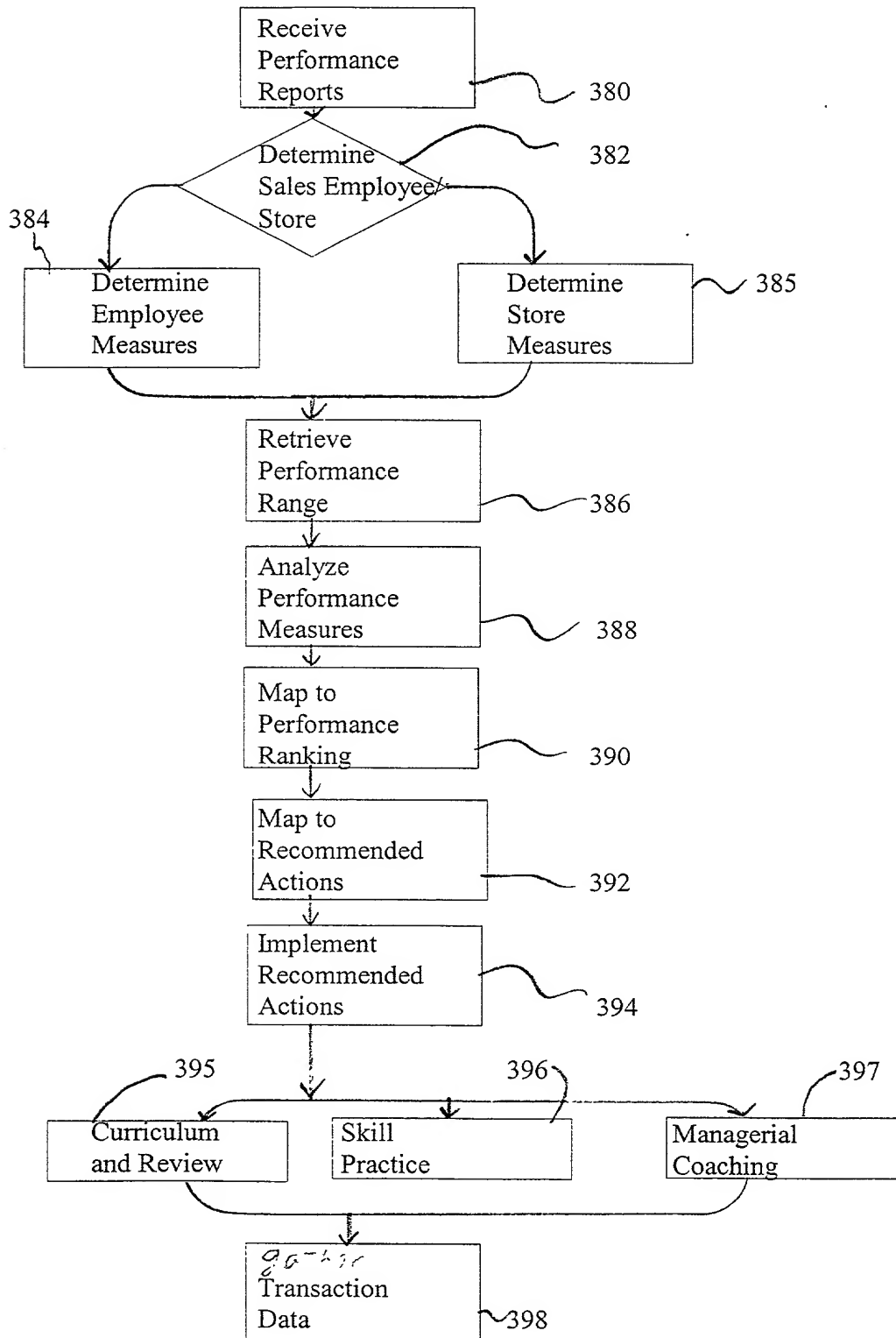
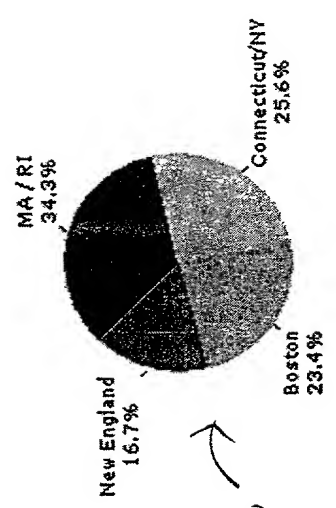


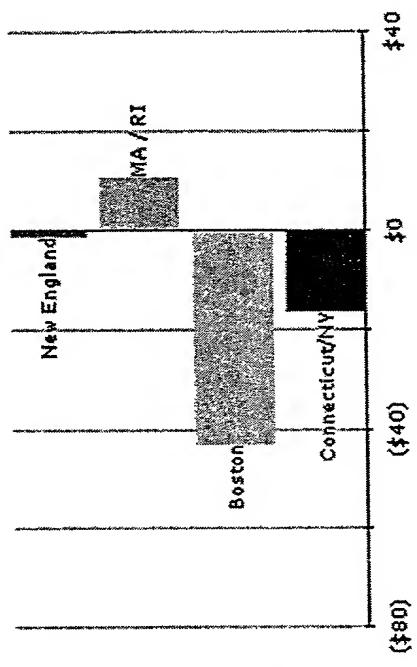
Fig. 7d

2000 Daily Productivity Analysis

Net Sales Contribution



Goal Variance (000s)



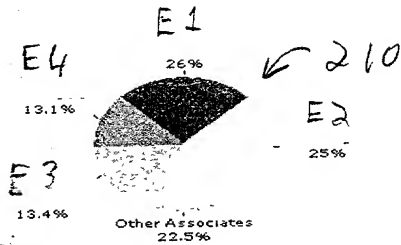
Productivity
Sorted by Net Sales

Number/Name	Gross Sales (000s)	Return Sales (000s)	Net Sales (000s)	Goal (000s)	Goal Var \$ (000s)	Proact		SPH	DPT	UPT	# of Trans (000s)	Foot Traffic (000s)	Conv %	Hours (000s)	Last Year		Current Week	
						Sales (000s)	Var \$ (000s)								Net Sales (000s)	Var %	Net Sales (000s)	Goal (000s)
Daily Totals	572	(93)	479	528	(49)	0	4,211	88	1.8	5	20	21	0	24	1,888			
WTD Total	3,473	(646)	2,827	2,571	256	0	3,301	79	1.9	36	110	26	1	163	1,638			
MTD Total	6,727	(1,267)	5,460	5,180	280	0	3,272	83	1.9	66	235	23	2	324	1,583			
QTD Total	19,577	(3,681)	15,896	94,533	(78,637)	0	1,805	91	1.9	175	721	20	9	924	1,621			
MA / RI	188	(33)	155	143	11	0	4,218	87	1.8	2	6	19	0	-	-	839	695	144
Connecticut/NY	164	(28)	135	152	(16)	0	3,795	91	1.9	1	3	26	0	-	-	819	738	81
Boston	125	(17)	108	151	(43)	0	4,178	85	1.8	1	6	21	0	-	-	694	749	(55)
New England	95	(15)	81	92	(1)	0	5,208	88	1.8	1	5	19	0	-	-	475	399	88

Fig. 8a

Weekly Productivity Analysis

Net Sales Contribution



Productivity
 Sorted by Net Sales

504 502 500

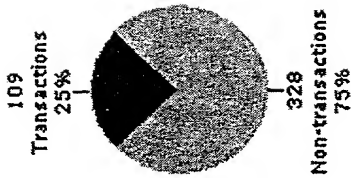
510

Number/Name	Gross Sales	Return Sales	Net Sales	Goal	Goal Var %	Product Sales	SPH	DPT	UPT	# of Trans	Foot Traffic	Conv %	Hours	Last Year		Current Month		Goal Var %
														Net Sales	Net %	Net Sales	Goal	
WTL Total	113,609	(28,961)	84,648	95,156	(10,508)	0	1,496	67	1.8	1,255	6,295	20	59	89,500	15%			
MTL Total	413,261	(124,890)	288,381	256,850	31,531	0	1,999	66	1.9	4,372	18,497	23	144	241,400	14%			
YTD Total	3,814,448	(814,452)	3,199,497	7,083,750	(3,884,253)	0	4,341	153	1.8	20,876	99,100	20	737	1,708,000	37%			
Associate E1	27,071	0	27,071			0	-	104	2.5	260			0			97,840	0	
Associate E2	26,029	0	26,029			0	-	145	2.8	180			0			67,391	0	
Associate E3	13,971	1,621	13,903			0	6,179	82	2.2	169			2			53,405	-	
Associate E4	13,637	0	13,637			0	-	77	2.1	178			0			58,925	0	
Associate E5	7,360	0	7,360			0	-	66	2.1	111			0			16,597	0	
Associate E6	2,854	0	2,854			0	394	71	2.1	40			7			13,834	0	
Associate E7	2,821	0	2,821			0	-	69	2.1	41			0			9,914	0	
Associate E8	2,793	0	2,793			0	-	50	1.8	56			0			21,977	0	
Associate E9	2,136	140	2,096			0		87	1.8	24			0			6,101	0	
Associate E10	1,694	0	1,694			0		68	1.8	25			0			7,260	0	
Associate E11	1,355	(240)	1,115			0	496	112	3.2	10			2			9,434	0	
Associate E12	1,104	0	1,104			0	-	85	2.5	13			0			14,869	0	
Associate E13	667	(178)	609			0	-	87	1.4	7			0			5,977	0	
Associate E14	972	(511)	461			0	-	35	1.1	13			0			6,648	-	
Associate E15	996	(511)	436			0	-	23	0.9	19			0			932	-	
Store Manager E16	364	(164)	80			0	-	16	1.0	5			0			385	-	

Fig. 8b

Monthly Opportunity Analysis

Foot Traffic (000s)



Conversion Analysis

Number/Name	Trans (000s)	Foot Traffic (000s)	Conv %	Totals By Hour (000s)												Other Hours
				9-10	10-11	11-12	12-1	1-2	2-3	3-4	4-5	5-6	6-7	7-8	8-9	
Totals (000s)				1	5	9	12	15	14	13	12	10	7	16	1	2
Transactions (000s)			109	1	5	9	12	15	14	13	12	10	7	16	1	2
Non-transactions (000s)			328	5	16	25	35	41	41	39	33	27	21	18	14	6
Foot Traffic (000s)			437	6	21	34	48	55	55	51	45	37	28	34	18	8
Conv %			25	11	21	24	24	24	23	23	24	25	23	22	22	25
Number/Name	Trans (000s)	Foot Traffic (000s)	Conv %	Conversion % By Hour												Other Hours
				9-10	10-11	11-12	12-1	1-2	2-3	3-4	4-5	5-6	6-7	7-8	8-9	
Connecticut/NY	31	73	30	5	27	32	31	31	30	29	33	26	30	27	27	12
Boston	28	127	22	4	21	23	24	24	22	22	22	24	25	26	24	0
NY/Rt	33	156	21	19	19	22	22	22	20	20	22	21	21	19	20	17
New England	17	81	22	9	20	22	22	23	21	23	23	24	22	20	21	9

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File 8c

Weekly Opportunity Analysis

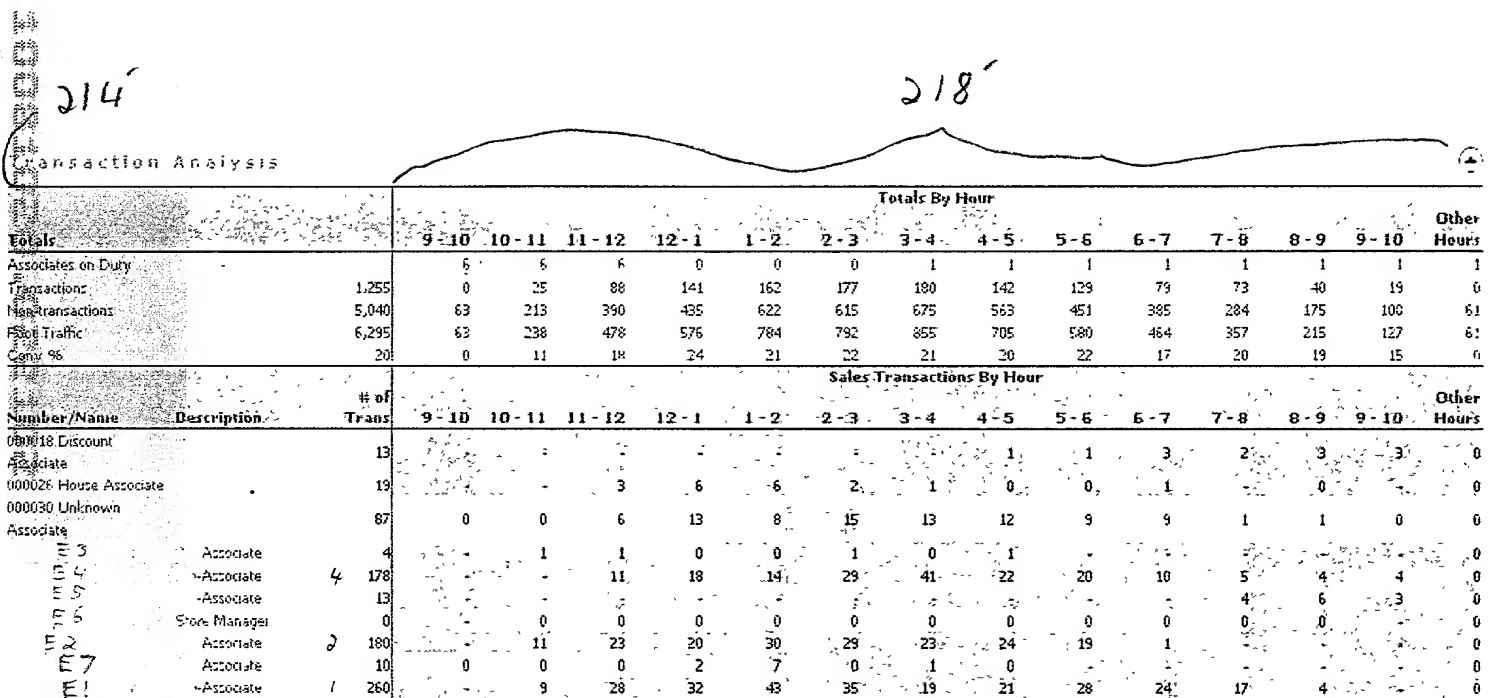


Fig. 8d

Associate E1

Development Analysis 45

Productivity Summary

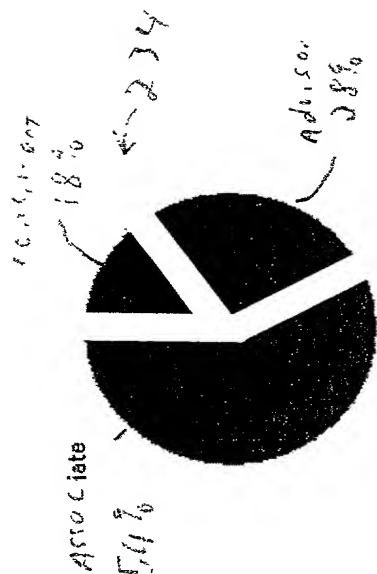
	Gross Sales	Return Sales	Net Sales	Goal	Goal Var \$	Proactive Sales	SPH	DPT	UPT	TPH	# of Trans	Hrs
MTD Total	110,058	(246)	109,812	-	-	0	-	150	2.5	324	730	2
YTD Total	265,451	(2,366)	263,085	-	-	0	-	146	2.4	800	1180	2

fig. 8e

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Staff Status

Staff Levels



230

Number/Name	Tenure (Years)	Associates (Associates in Training)				Advisors (Consultants in Training)				Consultants		Total
		Advanced	Verified	Certified	Total	Advanced	Verified	Certified	Total	Advanced	Total	
0005 Connecticut/NY	2.2	100	0	0	100	50	0	0	50	29	29	179
0006 Boston	2.2	100	0	0	100	60	0	0	60	41	41	191
0024 MA/RI	2.8	60	0	0	60	30	0	0	30	26	26	116
0042 New England	2.1	350	0	0	350	180	0	0	180	119	119	649
Total	2.5											

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Fig. 8f

Performance Ranking

240

Number/Name	Gross Sales (000s)	Return Sales (000s)	Net Sales (000s)	Goal (000s)	Goal Vars (000s)	LY Net Sales (000s)	Product Sales Total (000s)	% Sales	SPH	DPT	UPT	# of Trans (000s)	Traffic (000s)	Conv %	Hours (000s)
Connecticut/NY	3,326	(729)	2,597	2,711	(114)	-	0	0	2,817	83	1.9	31	73	29	1
MA/NY	3,318	(767)	2,551	2,510	40	-	0	0	3,353	78	1.8	33	156	18	1
Boston	2,852	(569)	2,283	2,798	(515)	600	0	0	2,033	81	1.9	28	127	21	1
New England	1,795	(344)	1,451	1,327	123	-	0	0	1,669	83	1.9	17	81	20	1

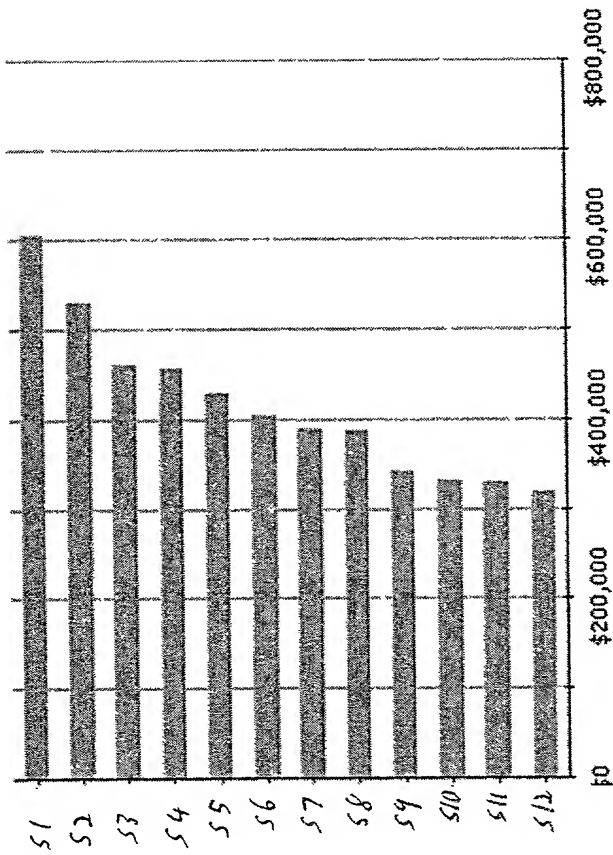
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fig. 8g

Leader Board

Net Sales



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Rank	Net Sales
1	606,931
2	531,718
3	461,874
4	459,173
5	432,294
6	405,657
7	391,964
8	388,885
9	344,313
10	332,095
11	331,600
12	319,592

Fig. 8h

246

244

Monthly Trending Analysis

Productivity												
Number/Name	2001-Period 10		2001-Period 9		2001-Period 8		2001-Period 7		2001-Period 6		2001-Period 5	
	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Total	8,881,717	9,346,925	27,470	9,802,627	0	12,077,480	6,378,590	6,792,985				
Net Sales	2,450		10		0							
SPH	81		96									
DPT	1.9		2.2									
UPT	30		6									
TPH	23		1									
Conv %												
Connecticut/NY												
Net Sales	2,596,960	2,711,111	0	2,763,975	0	3,418,083	1,695,117	1,963,114				
SPH	2,817		0		0							
DPT	83		-		-							
UPT	1.9		-		-							
TPH	34		-		-							
Conv %	30		0		-							
Boston												
Net Sales	2,283,313	2,796,237	22,098	3,280,156	0	3,985,591	2,156,003	2,072,636				
SPH	2,033		38		0							
DPT	81		103									
UPT	1.9		2.3									
TPH	25		0									
Conv %	22		1		-							
MA / RI												
Net Sales	2,550,825	2,510,361	78	2,500,513	0	3,118,615	1,589,860	1,706,599				
SPH	3,353		0		0							
DPT	78		78		-							
UPT	1.8		1.0		-							
TPH	43		0		-							
Conv %	21		-		-							
New England												
Net Sales	1,450,619	1,327,216	5,294	1,267,983	0	1,555,191	937,610	1,050,636				
SPH	1,769		8		0							
DPT	83		77									
UPT	1.9		2.0									
TPH	21		0									
Conv %	22		1		-							

Fig. 8i

254

250

Associate

F1

Learning History

257

Curriculum Description	Sequence Description	Course Description	Test Score	Start Date	Complete Date	Last Access Date	Coupled Time
Client Relationship	Associate Level	Associate Level Evaluation	100	05/16/2001	05/21/2001	05/21/2001	1.5
Client Relationship	Advisor Level	Advisor Level Evaluation	100	07/16/2001	07/23/2001	07/23/2001	1.5
Client Relationship	Consultant Level	Consultant Level Evaluation	100	09/16/2001	09/25/2001	09/25/2001	1.5

256 258

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fig 8j

ASSOCIATE

# Trans	UPT	DPT	Action(s)
L	L	L	1 + 2 + 3
L	L	A	1 + 2
L	L	H	1 + 2
L	A	L	1 + 2
L	A	A	1 + 2
L	A	H	Congratulate on good job with the clients you work with 1 + 2
L	H	L	1 + 2
L	H	A	1 + 2
L	H	H	Congratulate on good job with the clients you work with 1 + 2
A	L	L	3
A	L	A	3
A	L	H	3
A	A	L	3
A	A	A	Congratulate on good job 3
A	A	H	Congratulate on good job 3
A	H	L	3
A	H	A	Congratulate on good job 3
A	H	H	Congratulate on good job 3
H	L	L	3
H	L	A	3
H	L	H	3
H	A	L	3
H	A	A	Congratulate on great job 3 (?)
H	A	H	Congratulate on great job 3 (?)
H	H	L	Congratulate on great job
H	H	A	Promotion Candidate
H	H	H	Promotion Candidate

L = Low, A = Average, H = High

1 = Preparing Yourself 2 = Engaging Client 3 = Sharing Information

Fig. 9a

Level:

Advisor

UPT	# Trans	DPT	Action(s)
L	L	L	1 + 2
L	L	A	1 + 2
L	L	H	1 + 2
L	A	L	1 + 2
L	A	A	1 + 2
L	A	H	1 + 2
L	H	L	1 + 2
L	H	A	1 + 2
L	H	H	1 + 2
A	L	L	3 + 2
A	L	A	3 + 2
A	L	H	3 + 2
A	A	L	3 + 2
A	A	A	Congratulate on good job 3
A	A	H	Congratulate on good job 3
A	H	L	2 (?)
A	H	A	Congratulate on good job
A	H	H	Congratulate on good job
H	L	L	3
H	L	A	3
H	L	H	3
H	A	L	Congratulate on great job
H	A	A	Congratulate on great job Possible Promotion Candidate
H	A	H	Congratulate on great job Possible Promotion Candidate
H	H	L	Promotion Candidate (?)
H	H	A	Promotion Candidate
H	H	H	Promotion Candidate

L = Low, A = Average, H = High

1 = Understanding Needs 2 = Creating Solutions 3 = Balancing Experiences

fig. 96

Consultant

# Phone Contacts	# Appts	# Clients	Action(s)
L	L	L	1 + 2
L	L	A	1 + 2
L	L	H	1 + 2
L	A	L	1
L	A	A	1
L	A	H	2 + 1
L	H	L	1
L	H	A	Congratulate on working well proactively with client; find out why low phone contact
L	H	H	Congratulate on working well proactively with client; find out why low phone contact
A	L	L	2 + 1
A	L	A	2
A	L	H	2
A	A	L	2 + 1
A	A	A	2
A	A	A	Congratulate on good job
A	A	H	2
A	A	H	Congratulate on good job
A	H	L	2 + 1
A	H	A	2
A	H	A	Congratulate on good job
A	H	H	2
A	H	H	Congratulate on good job
H	L	L	2 + 1
H	L	A	2
H	L	H	2
H	A	L	2 + 1
H	A	A	2
H	A	A	Key player to leverage & possibly promote
H	A	H	2
H	A	H	Key player to leverage & possibly promote
H	H	L	Key player to leverage and promote and find out why low clients
H	H	L	1
H	H	A	Key player to leverage and promote
H	H	H	Key player to leverage and promote

L = Low, A = Average, H = High

1 = Offering Services 2 = Delighting Clients 3 = Driving Business

Fig. 9c

Level: Store

528

Usage of DCE Tools	Sales Associate Issues	Team Composition	Action
N	L	L	Congratulate on good job 3
N	L	A	Congratulate on great job
N	L	H	Congratulate on good job 3
N	A	L	3
N	A	A	No action – watch for improvement
N	A	H	3
N	H	L	2 + 3
N	H	A	2
N	H	H	2 + 3
Y	L	L	1 + 3
Y	L	A	1
Y	L	H	1 + 3
Y	A	L	1 + 3
Y	A	A	1
Y	A	H	1 + 3
Y	H	L	SM needs immediate help. 1 + 2 + 3
Y	H	A	SM needs immediate help. 1 + 2
Y	H	H	SM needs immediate help. 1 + 2 + 3

N = No, Y = Yes

L = Low/Under staffed, A = Average/Appropriately staffed, H = High/Over staffed

4/30/01

- 530 {
- | |
|--|
| 1 = Phone SM and schedule store visit to discuss learning tools |
| 2 = Plan store visit and coach SM to prepare individual development plan |
| 3 = Plan quarterly/semi-annual store visit to review personnel strategy and development plan |

Fig. 9d